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BULLETIN

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ENDENTS BRIEFING EFFECTIVE SPEAKING FR
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SSR INTELLIGENCE RESEARCH (MAPS & PHOTO) IN
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OFFICE OF TRAINING

MARCH - APRIL 1964

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CPYRGHT



In this issue....

-the second of two articles on letter writing.
-descriptions in depth of two OTR courses.
-a couple of provocative essays, one on some of the problems caused by the explosion of knowledge, another on the divergence of action from knowledge, or is it the other way around?
-the usual directories, schedules of courses, and news about internal and external training.

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BULLETIN BOARD

ATTENTION
TRAINING
OFFICERS

New Training Officer in OSI is [REDACTED] replacing [REDACTED] Address for Mr. [REDACTED] is Room 6F-24, extension [REDACTED]

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[REDACTED] will be the Training Assistant to Charles [REDACTED] Training Officer for OEL, ORD and FMSAC.

Enrollment in the 11-22 May Introduction to Intelligence and the 25 May-5 June Introduction to Communism will be limited to 35. As usual, the courses will be at Broyhill.

Hearty thanks to the many Training Officers who give the Admissions and Information Branch complete information on the Form 73--especially the detail in item 8.

AGENCY
TRAINING
RECORD

Training Officers have copies of that section of the Agency Training Record which contains information on people assigned to their Office. At this time we cannot guarantee that all of the information is fully accurate.

AIB is in the process of proofreading each entry and preparing corrected information for inclusion in the June issue of the Record.

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Will you kindly let us hear of inaccuracies that you identify. Call Mrs. [REDACTED] for advice on the method of informing this office of the inaccuracies you discover. The extension is [REDACTED]

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MANAGEMENT

The annual Senior Management Seminar for GS-15's and above will be held from 17 to 22 May at [REDACTED] Dr.

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[REDACTED] will lead the seminar discussions. Senior Training Officers will handle nominations.

NEW
PREREQUISITE
FOR
CI FAM
COURSE

CI Staff approval is a prerequisite for admission to OTR's CI Operations course. Recently, this same approval was established as a prerequisite for the CI Familiarization. Training Officers whose people are applying for either of these courses should continue to send the Form 73 to AIB/RS/TR through DDP/TRO, 3C-29, who will arrange for CI Staff approval.

READING
COURSE
IN
MALAGASY

The Office of Training is planning to start a reading course in Malagasy sometime in mid-May. This is one of the first courses in Malagasy among Government agencies.

It is expected that the course will run from six to nine months, about three hours a day, two days a week. The goal is to make people translators. Applicants should have some knowledge of French. This is desirable since French is quite often interspersed with Malagasy and since many of the source books are in French.

[REDACTED] of the Language and Area School will give the course at Arlington Towers. Training Officers are asked to send Forms 73 on applicants to AIB as soon as possible so that the LAS can determine the degree of interest and can prepare for the course accordingly.

HEBREW
FAMILIARIZATION
COURSE

About mid-May the Language and Area School of OTR is going to give a thirty-hour familiarization course in Hebrew. The instruction will also include Yiddish familiarization.

The intent of the course is to teach students the alphabet, standard transliteration, some grammar, the use of the dictionary, and cues to reading dates, places, and titles.

[REDACTED] is the OTR instructor for the course. His present plans are to have a two-three hour class once

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a week for ten-fifteen weeks. Form 73 is to be used to apply and should be processed, as usual, thru AIB/RS.

MIDCAREER COURSE The opening date of the third Midcareer Course has been postponed one week to 20 April. Tentative dates for the next three courses are: 14 September to 23 October; 11 January to 19 February 1965; and 3 May to 11 June 1965.

TESTING (PETB) On page 3 of the January-February BULLETIN it is stated that the Professional Employees Test Battery is given every Friday. This is no longer true. This test is given on the first Friday of each month at 0900 in Room 441 Broyhill Building. Call extension [REDACTED] to make arrangements for the test.

OTR SCHEDULES Watch the OTR Calendar in the May issue of the BULLETIN. We hope at that time to be able to give the schedules of OTR courses at least through the end of 1964.

LANGUAGE LAB Hours at the OTR Language Lab in the Headquarters Building (Room 1D-1605) are from 7 in the morning to 7 at night, Mondays through Fridays.

REVISIONS IN CLERICAL REFRESHER PROGRAM Effective 23 March:
eight weeks, or a total of two runnings of a shorthand or a typewriting course, will be the maximum clerical training time permitted in one twelve-month period, the review of shorthand theory has been dropped from the program and, trainees must be able to take shorthand at a minimum of 60 words a minute for admittance into the Intermediate Shorthand Dictation class, and at 70 words per minute for admittance into the Advanced Shorthand Dictation class.

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Reference: Special Bulletin [REDACTED]

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CLERICAL SKILLS PRETEST

Purpose : To determine level of Shorthand or Typing course for which individual is qualified.

Place : Room 2103 Washington Building Annex, Arlington Towers.

Time : 0920 hours.

Register: Training Officers call Clerical Training extension [REDACTED]

Dates : for the 27 April - 22 May course:
22 April--typewriting pretest
23 April--SHORTHAND pretest

for the 1-26 June course:
27 May--typewriting pretest
28 May--SHORTHAND pretest

for the 6-31 July course:
1 July--typewriting pretest
2 July--SHORTHAND pretest

for the 10 August-4 September course:
5 August--typewriting pretest
6 August--SHORTHAND pretest

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CLERICAL SKILLS QUALIFICATIONS TESTS

Purpose : To qualify individuals as Agency stenographers.

Place : Room 2103 Washington Building Annex, Arlington Towers.

Time : Announced at registration for test.

Register: Training Officers call Clerical Training, extension [REDACTED]

Dates :

<u>Typewriting</u>	<u>SHORTHAND</u>
20 April	21 April
11 May	12 May
25 May	26 May
15 June	16 June
29 June	30 June
20 July	21 July
3 August	4 August
24 August	25 August

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SOVIET A translation of the text of ATLAS SSSR (ATLAS OF THE
ATLAS USSR), originally produced by JPRS, has been revised by
 OTR's Intelligence Production Faculty. ATLAS SSSR was
 published in the Soviet Union in 1962. It was adopted for
 use in the OTR course, Geography of the USSR, and has
 been used in several runnings of the course. The 147
 plates of the atlas are divided into three categories: lo-
 cational maps, maps of natural phenomena and resources,
 and maps of economic activities in the several economic
 regions. A gazetteer gives about 25,000 place names
 keyed to the locational maps.

Copies of the revised translation of the atlas text may be
obtained by calling a member of the Intelligence Produc-
tion Faculty on extension [REDACTED] Loan copies of the atlas
itself can be obtained from the ORR Map Library, exten-
sion [REDACTED]

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TO KNOW AND TO DO

CPYRGHT

Look at the general disorder of our time. Isn't the human crisis first, last, and always a moral crisis and not an intellectual crisis at all? When most men have less than a hundred dollars a year and the per capita expenditure on war in "peace-time" is forty, what is there that intelligence can tell us? When the most knowledgeable (and therefore the richest) societies, with the longest history of civilized institutions, lead the world in suicide, insanity, alcoholism, divorce, crime, and delinquency, what is it that they need to know?

Our sovereign faith in education leads us to look to the schools for the solutions to our universal crisis. But our crisis is moral.

Morality is action, and we know that action and knowledge are wholly separable in, for instance, mathematics. And the separability appears in practitioners of all the other disciplines besides--in the logician whose personal life is eccentric, in the gluttonous physiologist, in the physicist who rounds a sharp curve at 80 mph. "We imagined," said G. A. Borgese of Italian Fascism, "that the universities would be the last to surrender. They were the first."

Mankind requires a moral purpose (or the color of one) in the institutions it supports, including war. There are no honest apostles of wickedness. Goodness alone is the bond of men, and unless knowledge can be shown to have a causal (or at least predisponent) connection with it, the best education is only an amenity. But our faith and our fathers' that education would disclose it turns out to be sterile.

I am told that the modern world, with all its complexity, requires more learning of me than my forebears had. Not in my case; I recall none of the crises of my life that I might have met better had I known more. But a little of my greatgrandfather's incorruptibility might have come in handy; I have lied as a matter of course and cheated and stolen when I "had to." I have jettisoned principle when the wind howled and thanked

God that I am as other men are. And on the occasions of unavoidable moral choice I have mobilized my reasons for doing bad things and emerged as a trimmer whose object all sublime is to get on in the modern world of A. D. or B. C. 1964.

I am told that the fortunate form of government under which I live requires a great deal of knowledge of me as a citizen. I am told that I have to have more technological knowledge than my father, who didn't have an automatic transmission. Why isn't just the opposite true? The neighborhood crawls with automatic transmission men.

Some of the designers of the atomic bomb pleaded secretly with Mr. Truman that it not be used, and some of them entrenched themselves behind the admirable scientific attitude of suspended judgment. (Mr. Truman may have envied them their trench.) Apparently a scientific lifetime does not help a man to decide whether or not to explode an atomic bomb. And in the summer of 1963 the nation's lawyers decided to straddle the civil rights issue as the only possible compromise between the Northern and Southern delegates to the American Bar Association. How learned must I be to know what to do about the atom bomb and civil rights?

A man lies bleeding by the road. Shall I use my automatic transmission to stop my car? The priest and the Levite were graduates of the Harvard Medical School, as the Samaritan was not. He misplaced the tourniquet. Too bad; but he was the only hope of him who had fallen among thieves.

We are asked if we mean to dispense with natural science. We reply: only with as much of it as we absolutely have to. Natural science, unlike moral science, never did claim to be able to make men good. It teaches what it knows can be taught and delivers the goods--the goods that enable us in peace to live longer and less laboriously and in war to fight longer and more effectively. It doesn't try to tell us what to live or fight for, or whether labor is bad for us or longevity good. These are the "insoluble" problems.

Of course, it is nice to know that the earth goes round the sun, that man and a candle flame both metabolize, and that the angle of reflection is equal to the angle of incidence. It is nicer to know these things than to have to depend on those who do. But the competence I want and for which I cannot depend on another is moral competence, and I can not get it from science.

Shall we then put a little more of our time into, say, esthetics? Or the liberal arts? The trouble with the arts--music no less than medicine--is that a man may be both an artist and a swine.

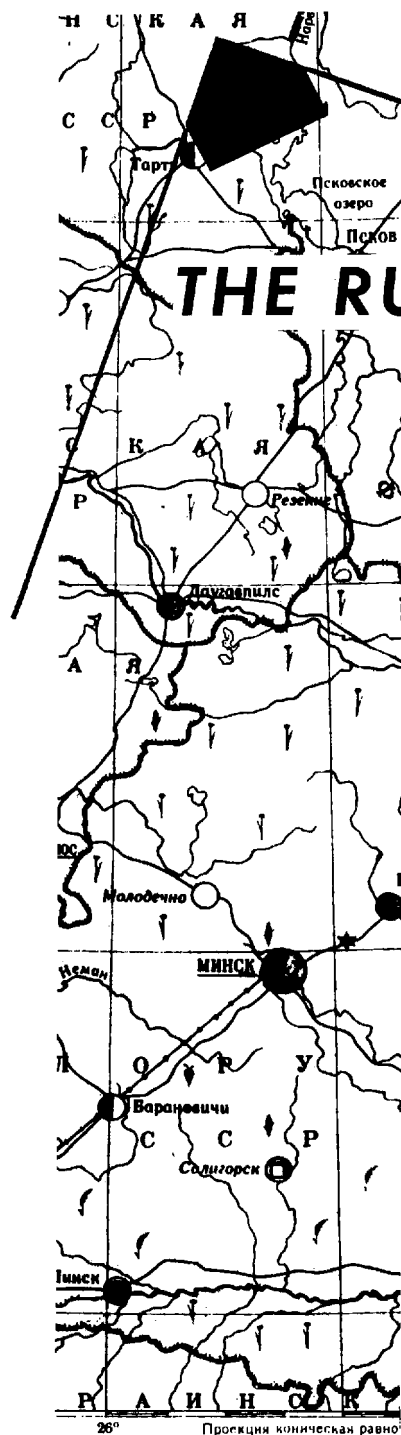
What is left, then, that may be taught to some possible moral advantage? What is left are, preeminently, the true humanities, the disciplines that deal with man as man: ethics, politics, psychology, sociology, social anthropology, history, natural theology, and the principles of metaphysics, jurisprudence, and economics. These are the studies, and they alone, that speak to the human crisis. What makes us think they will be heard? The answer must be our precarious faith that there may be a kind of post-nasal drip by which some of what goes into the head will find its way to the heart.

In this faith a studied acquaintance with man's moral struggle may commend itself to our crisis curriculum in several ways. It may urge sensitivity upon our student and intensify such sensitivity as he already has. It may sharpen his ability (though he may not be any better for it himself) to tell a good man from a bad man. It may somehow, as Plato suggested, "anchor" the good man's goodness. Finally, his intercourse with the goodness and badness of men living and dead may exemplarily endear the one and dishearten the other to him.

We know what goodness is, and we always have; Machiavelli knew, and Moses. But we do not know how to make men good. It is going on two-and-a-half millenia since the first discussion of education opened with the question, "Can you tell me, Socrates, whether virtue is acquired by teaching or by practice... or in some other way?" Perhaps the question is not to be answered; in which case we may concentrate on a succession (better yet, a continuum) of gaieties in contented conscience. But perhaps another two-and-a-half millenia of unrelenting inquiry will produce the answer; all the more reason for getting started at once.

Based on an essay by Milton Mayer in the book HUMANISTIC EDUCATION AND WESTERN CIVILIZATION (February 1964).

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THE RUSSIANS' HOMEBASE

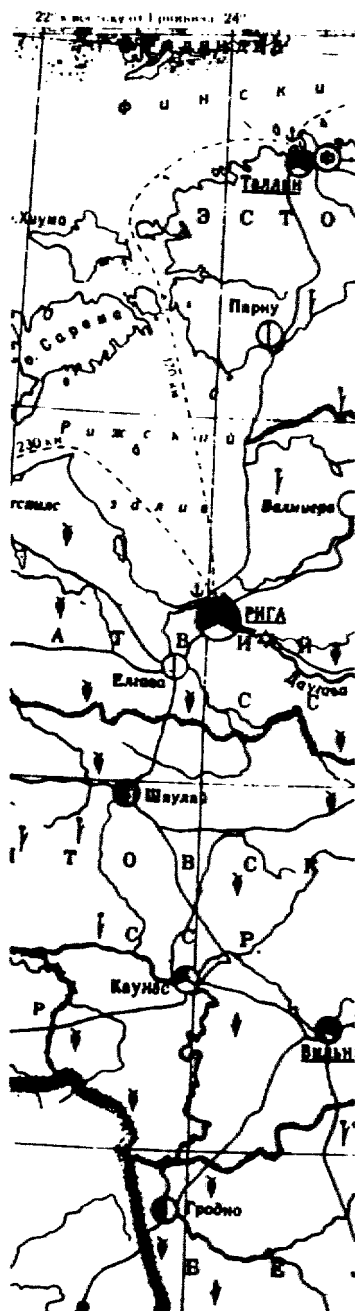
Atoms fizz or fuse and leaders decide and armies march and wheat ripens and factories mold truck tires and propagandists plot their deceptions in places. . . definite, describable locations, in environments of topography, climate, vegetation, water supply, rail and road networks, and population patterns which have each an impact on all activities in the environment. Hence geography's significance to the analyst, the operations officer, the translator, the planner, to the policy makers and all those who support them.

Knowledge of a region's geography helps a parachutist decide what to stow in his survival pack and an analyst to conclude whether the landforms of an area are suitable for the rumored hard rocket site. Awareness of rainfall and temperature patterns, groundwater levels and prevailing winds plays a major part in the prediction of a food crop in a denied area. Geographic information makes the site of a mass demonstration or of a guerrilla action more than just a name or a pair of coordinates. And often, very often, knowledge of geography makes it possible to weave the most diverse intelligence facts into a pattern which for the first time makes sense.

This preliminary palaver leads up to a reminder that OTR offers a course on the geography of the USSR. This is a fairly intensive and complete course. Its six-week length limits its coverage to the more general geographic facts, of course, and its aim is precisely to provide a geographic background for an Agency employee's

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present or future more specialized knowledge of the Soviet Union. But the course will at least make it possible for our parachutist to decide between a hot water bottle and shark repellent and it will prevent that analyst from wasting his time looking for bananas along the upper Yenisei.

The course opens with sufficient training in the transliteration of the Cyrillic alphabet to enable the student to use Russian maps. It goes on to a systematic or topical treatment of Russian geography to provide a country-wide view of some of the principal physical and cultural aspects of the USSR, and more detailed study of the geography of each of the regions of the country. Both the overall and the regional geographies are then related to the main outlines of Soviet military geography.

Some classes cover the material of a conventional college course; others include classified intelligence. Both classified and unclassified maps, ground and aerial photos, and films make possible a visual image of each region. Readings are from both classified and unclassified sources. Problems and exercises bring out important aspects of geography and the particular skills needed to develop a geographical interpretation. No oral reports or term papers are required. Examinations are given weekly and there is a final exam.

The course lasts six weeks, three hours daily, the equivalent of a four-credit-hour college course.

The next Geography in the USSR course is scheduled from 20 April to 29 May. (It was previously scheduled from 20 April to 1 May, but has been postponed.) Get application forms from your Training Officer.

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MORE, AS PROMISED, ON

BETTER LETTERS

In the last issue of the BULLETIN we listed four qualities of a good letter (or report)--sincerity, shortness, simplicity, and strength--with clarity the aim of all. We hit sincerity and shortness pretty hard and then urged you to make your letters simple by knowing your subject before writing about it and by shortening words, sentences, and paragraphs. Another step toward simplicity is to keep your sentences, whether long or short, compact.

The "uncompact" sentence, for one thing, misplaces modifiers. In English, the relation between word order and meaning is fundamental. An awkward or illogical placing of any sentence element can obscure or alter the meaning. Principal offenders are modifiers whether adjectives, adverbs, clauses, or phrases.

He bought a horse from a stranger with a lame hind leg.

Well, maybe he did. But this same writer may be the one who wrote

The list of essential occupations does not include workers engaged in the extermination of rodents and predatory animals except those in government service.

The enclosed booklet explains what the family should do when the worker dies to collect insurance.

Shall we adopt a rule? Here's a good one. Make sure that all modifiers refer clearly to the words they modify.

Another sinner against simplicity is the sentence which tries to say too much. Like this:

The heroine thought the hero was a gambler, but he was really a government agent who was investigating the income tax frauds of gamblers who concealed the larger part of their winnings which they took in violation of laws of the state which would arrest them if they made their activity public, which is why she wouldn't marry him.

Another rule: Rethink and recast sentences whose meaning is obscure or illogical. Like these:

Her eyes were not set too far apart or too close together, and the two together, apart from her face, were beautiful.

I have always thought that the present time was a rather unhappy time because there are always worries, but as the time went on I looked back at these times as the only happy times.

Help make your sentences simple (and clear) by keeping the main verb near its subject and object.

Applications from handicapped persons in the nearby cities were also accepted.

This reads better:

Applications were also accepted from handicapped persons in the nearby cities.

Avoid faulty reference of pronouns; make clear to your reader the word for which the pronoun stands.

The supervisor told the revenue agent that his post of duty was being changed. (Whose post?)

Our job was to remove the old labels from the bottles and wash them. (Which?)

The President appointed Senator Brown chairman of the new committee because he was interested in the committee's work. (Who was interested?)

To remove the ambiguities in these sentences you can change from indirect to direct statement, repeat the antecedent, move the pronoun closer to the antecedent, or use some other method. The sentences certainly should not be allowed to stand as they are.

And frequently you can simplify a sentence just by shortening it, by changing a clause to a phrase or a phrase to a single word.

Mr. Harris, who is the attorney for the defendant, said he would appeal.

Mr. Harris, the defendant's attorney, said he would appeal.

The delay in answering your letter, which is to be regretted, was not because of our lack of interest.

The regrettable delay in answering your letter was not caused by our lack of interest.

Easy-to-read sentences do not make an easy-to-read paragraph unless the sentences are well connected. These connections may be "echo words," words repeated from the preceding sentence, or pronouns that stand for a word in the last sentence. Or they may be adverbs or conjunctions which prepare the reader for a new turn of thought, such as however, therefore, next, moreover, afterwards, nevertheless. Correct use of connectives will prevent the reader from getting lost.

STRENGTH. This is not really a matter of correct grammar. An abstract word may be as correct as a more concrete one, the passive voice is as grammatical as the active. But the abstract and the passive are seldom as effective or as satisfying as the active and concrete. Which would you choose between the following two paragraphs?

He expressed the opinion that the amount expended on the construction project appears to compare favorably with similar undertakings. He further stated that it is his opinion that provisions for the workers and facilities for safeguarding health were better than is normally the case in similar projects. It is indicated in his report that instances of disease are infrequent, and there is no evidence that intoxicating beverages are allowed in the immediate construction area. The hospitals seem to be efficiently managed.

He tells me that no private concern could have built our Alaskan road for less money; that he has never seen railroad camps where the food was as good and where such care was taken of the men's health. They have had no smallpox and but one case of typhoid fever. No liquor is allowed on the road. Our hospitals are well run.

Aside from the desirable shortness of the second paragraph, aren't the concrete, specific words used there more effective, don't they give you a better picture of the conditions described? Of course, abstract words can't be dropped from the language. We need them to name qualities, conditions, actions, relations, to express ideas, opinions, generalizations. But writers frequently use them when concrete nouns, or adjectives, or verbs would be more forceful. Why say "I am of the opinion" when "I believe" or "I think" is stronger? Why use "personnel" when you can be specific?

Similarly, the passive voice is not always weak or ineffective. We need it, we use it. But we can strengthen our letters (and usually shorten our sentences) by using fewer passive verbs and more active ones. Take that famous old saying, "No moss is gathered by a rolling stone." Can you improve on it? Sure you can. And you can see that "Mr. Jones was at the meeting" is better than "The meeting was attended by Mr. Jones." Why better? Because active verbs give a stronger, sharper tone to your writing, are more emphatic. The passive voice tends to hide the doer of the action, create a monotonous tone, and make your ideas appear dull and lifeless.

Don't hedge. At least not habitually. Hedging may sometimes be legitimate and even necessary, but many letter writers get into the habit of using, for no good reason, such expressions as apparently, normally, ordinarily, it appears, seems to indicate, and others. If you really need the loophole, go ahead and hedge. But you can't write a strong timid letter.

Avoid trite expressions, words worn out by constant use. Most of today's cliches, when first coined, were creative and striking, and the fact that they were so widely adopted demonstrates their aptness and value. Some are still usable, even unavoidable. But surely we can substitute for such as "the finer things of life," "skating on thin ice," "baptism of fire," "add insult to injury." Expressive these are (or were), and many others like them; but if we rely too frequently on what are now shabby and hackneyed phrases we ruin our writing and even risk being labeled trite thinkers.

TO SUMMARIZE. How do you go about writing better letters (or reports) without slowing down the mail while you learn?

First, review critically the letters you write.

Apply the 4-S formula. Think the letter out beforehand--how you can make it sincere, short, simple, and strong.

Do some editing on the carbon copies of letters you have already mailed. . . . for a better letter next time.

Don't try to write up to or down to the supposed level of your reader's understanding; just write the simplest, most straightaway English you can.

Read the letters that come your way for more than their content. Learn from the good and the bad.

Achieve an easy and sure knowledge of the subjects you write about.



CPYRGHT

Today's knowledge is too much for today's students. The ex-

pansion of knowledge has not been accompanied by a parallel expansion of the minds that have to cope with it.

The body of information available in this decade is both massive and extraordinary. The accumulated writings of centuries have been classified, translated, catalogued, and printed in mammoth quantities. And converging on this pile in rushing streams are revelations of forces and of dimensions unprecedented and unpredicted.

From this bewildering array, some of the most significant and profound facts are selected for absorption into the mind of the hapless student--into a mind that has not been sufficiently expanded to receive such content. Consider for a moment a student whose mind is usually occupied with such comprehensibles as basketball, dating, and driving a car. We inform him that the planet under his feet weighs six thousand quintillion tons. We hope that as he tramps thoughtfully across the lawn, he will marvel at the firmness of its foundation. We shift his attention to the sky and explain that he's peering through 93,000,000 miles of space at a sun whose rumbling fires contain 330,000 times as much matter as does the earth. And then he is reminded that, at night, after his planet has rolled around until he can no longer see the sun that sustains it, he is looking out at galaxies of other suns, that the bright swarm extends far beyond his range of vision, and that the solar systems in it number over a hundred thousand million billions.

On another occasion, we ask him to examine the Constitution of the United States--in the light of appropriate printed material now available. We hand him not the text but a stapled reference list along with copies of the New York TIMES, of TIME magazine and of NEWSWEEK, all containing articles on current events relevant to the Constitution, such as Supreme Court decisions and the debates on reapportionment. The boy, whose father had studied the Constitution with a single textbook supplying the amplification, finds himself in a blizzard of information and commentaries.

This typifies the unique position of today's high school student--confronted with, in the first instance, the results of modern scientific investigation, and, in the second, the results of modern recording and classification of information. The contact is a brush with richness; if he's a good student, he'll benefit from the experience. He'll acquire some facts and a degree of understanding. The question is: Will he be able to sense the grandeur either of the stars or of the Constitution?

Kenneth M. Scollon, "Why Art in Education?" SR 15 Feb. 64.

U. S. Office of Education figures show that U. S. public elementary and secondary school enrollment in the fall of 1963 was 40.2 million. Secondary school enrollments (14.4 million) were up 6.8 percent over 1962; elementary schools enrolled 25.8 million, up 2.2 percent over 1962.

Cost per pupil in average daily attendance in the nation's public schools is estimated at \$455 for 1963-64, according to National Education Association figures. This is \$22 higher than last year.

Americans	//	Anybody
Abroad	//	Anywhere
Orientation	//	Overseas

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[REDACTED]

Your [REDACTED] maid is hauling groceries out the back door faster than you can get them eaten. What do you say, what do you do? What do these people really think about you and about each other and about themselves? What bones do they have to pick with the United States? What concerns or prejudgments are keeping them from understanding you or taking you at the value you place on yourself? Which of their corns are you stepping on when you act the way you always have at home?

The answers to these questions would help, wouldn't they, if you found yourself in a "situation." Help you adapt your ways to their ways, to understand their manners and ideas, to react with sympathy to their "damn-foolishness," to better represent U. S. interests.

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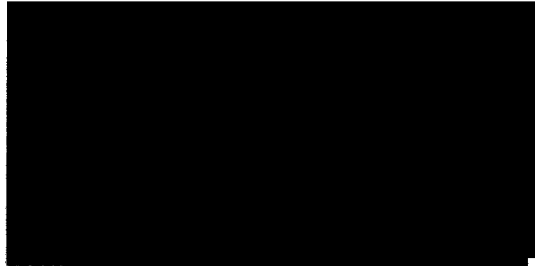
Some of the
some of the
be learned in
Abroad Orientation
two to four-
days of brief-
one of 78 coun-
briefings are



answers to
questions can
an Americans
tation (AAO),
and - a - half
ings on any
tries. These
designed to

speed up the overseas adjustment of Agency personnel and their dependents 16 years of age or older who are outbound to a particular area for the first time. They guide students toward an understanding of the foreign community to which they are assigned, its cultural, economic, and political conditions and problems, domestic and foreign. They provide guidance on American behavior which will promote effective personal and professional relations, so important to the success of the Agency's mission.

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Are the Orientations practical? They are. You will hear about the psychology of the people among whom you will be living and their cultural background. And it will be presented in concrete terms, specific to the

country involved. For example...honesty. Is every shopkeeper trying to cheat you? Is the taxi driver charging you an inflated fare? What about that maid who steals? It may be that acts which seem dishonest to you fit very comfortably into their code of honesty, that it is part of their hold on life to realize that all life is a struggle and believe that everyone has a right to what they can get and that they have given you full value for the value received.

You will receive some guidelines on how to read the feelings and true desires of a foreign populace, to understand, sympathetically, the unrest, the riots and demonstrations, and the causes behind them. Are those causes deep or superficial? Are those riots directed against Americans, you, or are they an outlet for some unknown frustration?

You will learn the natural environment in which you will have to live: the facts about temperature and humidity and rainfall and altitude and all the other details which will determine the logistics of your PCS. Clothing, for example. You will be told what extra-curricular activities are available so that from the outset of your tour you will be able to take advantage of the whole range of opportunities for hobbies, touring, sport, language study, and so forth.

How can all that be treated more than cursorily in orientations of this length. Concentration, man, concentration. The men who teach these courses have been in each of the countries they talk about, they read everything they can get their hands on, they debrief returning Agency personnel, they consult the experts. They're expert themselves.

Almost the whole of OTR's area training effort is concentrated on the AAOs. The program was begun in 1955, underwent major reorganization in 1959, and is still in the process of development. It is almost unique in the U.S. Government; only two other agencies

attempt a predeparture orientation on the individual country of assignment. The Military Assistance Institute now offers about 45 country-courses; AID relies almost entirely on reading guidance, taped debriefings of returnees, and their taped slide commentaries. OTR's program is the only one which seeks to tailor its briefings to suit the varying needs and backgrounds of all outbound employees and adult dependents.

An AAO's length depends principally on how complicated a country is and on how involved the Agency is there. There's a lot more to be said, for example, about [REDACTED] These briefings last at least two full days; in some cases they are as long as four-and-a-half days.

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Each Agency employee who is scheduled for an overseas assignment to an area where he has not previously served is obliged to take the appropriate AAO. He also is responsible for the attendance of his adult dependents unless there are compelling reasons why they cannot attend.

OTR schedules the AAOs on demand. Two or three or even one person going to an area can be taken care of if there is enough lead time; give us a call. Training Officers are urged, though, to get their requirements in early so that travelers from different offices may be grouped as much as possible. During the last fiscal year [REDACTED] employees and dependents attended 213 separate AAOs.

25X9

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That's not much of a story and it's an extreme case. But it does illustrate one of the benefits of this program. Beyond the advantages to the individual employee and his family, the Agency believes that an informed and aware person will perform better for the Agency and the nation than one who finds, after arrival, that he has landed in an unknown or unexpected situation.

25X1A

NON-AGENCY TRAINING

ADP ORIENTATION

The Civil Service Commission will offer an ADP Orientation 4-8 May at the CSC Auditorium. This program provides Federal employees a practical introduction to automatic data processing--the computer, its uses, preparatory work essential to its successful application, its effects on people and organizations, and on our culture and society. Open to GS-9s and above who are in the management field or programs.

COMPUTER POTENTIAL

A Symposium on Computer Augmentation of Human Reasoning, cosponsored by the Information Systems Branch, Office of Naval Research, and the TRW Computer Division, will be held 16 and 17 June in the Main Conference Room (Rm. 1315), New State Department Building. The objectives of the symposium are to highlight the importance of recent research in the use of computers to define problems, discern important relationships in the data, and synthesize possible solutions or methods of attack; and to identify critical areas on which research should be focused. Attendance is open to all interested technical personnel.

SWAHILI

Syracuse University will offer intensive elementary and intermediate courses in Swahili this summer. Formal and informal instruction will take place in the Swahili Language House, the closest possible approximation to actual residence in an African country. This project is designed to provide a sound foundation in the language, increased ease of research, and reduced orientation time

for those assigned to sub-Saharan Africa. Residents are pledged to use only Swahili in their daily living. Competent native speakers will assist the director of the program, a former territorial examiner in Swahili under the government of Tanganyika.

NEW
APPROACH
TO
HARD
LANGUAGES

Americans have come to realize in recent years that competence in exotic languages is in critically short supply for the demands of the modern world. Because a serious obstacle to meeting this need is the lack of competent instructors, a new approach--independent study--is being tried at Kalamazoo College in Michigan.

Three teams of two students each are studying Japanese, Hindi-Urdu, and Mandarin Chinese respectively. Students spend 10 to 15 hours a week listening to tape recordings, studying textbooks that are coordinated with the tapes, and frequently checking with consultants who are native speakers of the language studied. (The consultants are foreign students at Kalamazoo and a neighboring college.) The aim of the program is to determine whether students can master a "critically neglected" language without constant guidance of a teacher in a classroom. The students are checked at the end of each 11-week term by a leading specialist in the language who will also determine the final grade they will receive. Plans call for similar programs in Portuguese, Swahili, and Turkish to begin next fall.

READING
IMPROVEMENT

The USDA Graduate School offers a reading improvement course several times a year. It is designed for adults with average or above-average reading ability and uses the latest techniques to develop the individual's maximum potential. Among the objectives are doubling or tripling initial reading speed while maintaining comprehension, improving purposefulness, flexibility, and selectivity, and building skill in reading critically. Each course consists of 30 hours of instruction, one hour each Monday, Wednesday, and Friday. Courses will begin at USDA on 10 June, 21 August, and 2 November.

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TECHNICAL WRITING Rensselaer Polytechnic Institute will offer its annual Technical Writers Institute 15-19 June. Topics treated in lectures and lab work include editing, reporting, and technical writing in manuals and articles. Tuition is \$175.

ENGINEERING SUMMER CONFERENCES The College of Engineering of the University of Michigan has announced 31 intensive one- and two-week courses to enable scientists, engineers, and managers to keep themselves up to date in their own or allied specialties. Titles of the courses follow:

MAY

Human Factors Engineering
Lasers--Theory, Technology, and Applications
Cryogenic Engineering
Chemical Reactivity of Solid Surfaces
Programmed Instruction for Engineers

JUNE

Simulation of Mechanical Systems
Elements of Nuclear Power Reactor Engineering
Introduction to Digital Computer Engineering
Digital Computers in Real Time
Automata Theory
Automatic Programming
Numerical Analysis
The Use of Computers in Metallurgical Engineering
Flight Mechanics of Space and Re-entry Vehicles

JULY

Physiological Systems Analysis for Engineers
Instrumentation for Mechanical Analysis
Numerical Methods and Computing Techniques in Chemical Engineering Practice
Dynamic Response of Elastic Systems
Fundamentals of Infrared Technology
Advanced Infrared Technology
Random Processes, Linear Systems and Radar
High Altitude Science

AUGUST

Applications of Computers to Automated Design

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AUGUST (cont.)

Cellular Plastics--Theory, Properties, Applications,
and Economics

Written Communication for Engineers, Scientists and
Technical Writers

Foundations and Tools for Operations Research and
the Management Sciences

Production and Inventory Control

Recent Mathematical Developments in Operations
Research

Value Analysis and Engineering--Theory and Applica-
tions

Semiconductor Theory and Technology

Quality Control by Statistical Methods

HUMAN
RELATIONS

The American University, in cooperation with the public school systems and certain parochial and private schools of the Greater Washington area, will present its 15th annual Institute on Human Relations and Intergroup Understanding from 22 June to 10 July (three credit hours). The Institute's aim is to bring authoritative knowledge and techniques of psychology, anthropology, group dynamics, and leadership training to bear in a clear and common sense manner on typical important problems of the times.

COUNTRY
TEAM
SEMINARS

The Interdepartmental Country Team Seminar: Problems of Development and Internal Defense has been re-named: National Interdepartmental Seminar: Problems of Development and Internal Defense.

OTR CALENDAR



The following is a list of OTR courses scheduled through June. As other courses are scheduled by the Office of Training, they will be announced in OTR BULLETINS. For further information call Admissions and Information Branch, extension [REDACTED]

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Courses marked with an asterisk are given away from Headquarters; registration closes two weeks in advance. All other registrations close the Tuesday before the course begins.

COURSE TITLE	DESCRIPTION	DATES
Administrative Procedures	full time, 80 hours	18-28 May
Americans Abroad Orientation	length varies	on request, call [REDACTED]
Anticommunist Operations (Party Penetration)	part time, 80 hours	13 Apr-8 May
Budget & Finance Procedures	full time, 120 hours	4-22 May 29 Jun -17 Jul
China Familiarization	full time, 40 hours	13-17 Apr
CIA Introduction	part time, 3 hours	for EOD's, every Monday afternoon
CIA Review	part time, 2 hours	14 Apr, 12 May, 9 Jun
CI Familiarization	full time, 80 hours	13-24 Apr 25 May-5 Jun

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CI Operations	full time, first week; part time second and third weeks 80 hrs.	8-26 Jun
Clerical Refresher	part time, 20-30 hrs.	27 Apr-22 May 1-26 Jun 6-31 Jul (typing pretests given every Wednesday morning before course begins; shorthand pretests given every Thursday morning before course begins)
Counterinsurgency Program Planning	full time & part time 80 hours	11-29 May
	full time, 80 hours	27 Apr-8 May
CP Organization & Operations	part time, 80 hours	16-27 Mar (tutorial) 1-26 Jun
CS Records Officer	part time, 20 hours	6-10 Apr 4-8 May 29 Jun-2 Jul
CS Review	full time, 64 hours	15-24 Jun
Dependents Briefing	part time, 6 hours	7-8 Apr 5-6 May 2-3 Jun 7-8 Jul 4-5 Aug
Geography of the USSR	part time, 120 hours	20 Apr-29 May
Infor Reports Familiarization	full time, 40 hours	4-8 May 11-15 May
Instructor Training	full time or part time	on request, call 
Intelligence Production for JOTs	full time, 400 hours	20 Apr-26 Jun
Intelligence Research (Map and Photo Interpretation)	part time, 50 hours	4 May-5 Jun

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Introduction to Communism	full time, 80 hours	27 Apr-8 May 25 May-5 Jun 22 Jun-2 Jul
Introduction to Intelligence	full time, 80 hours	13-24 Apr 11-22 May 8-19 Jun
IRR&R	full time, 120 hours	8-26 Jun
JOT Class of July 1964	Headquarters segment	13 Jul
Language Courses	(for information call AIB, [REDACTED])	
*Management: Senior Seminar	full time (GS-14s and above)	17-22 May
*Midcareer	full time, 6 weeks	20 Apr-29 May 14 Sep-23 Oct 11 Jan-19 Feb 1965 3 May-11 Jun 1965
Operations Support	full time, 160 hours	1-26 Jun
Paramilitary (Basic)	full time,	20 Jul-6 Nov
Scientific & Technical Ops	full time, 160 hours	4-28 May
Supervision (GS 5-10)	full time, 40 hours	8-12 Jun
Travel Procedures	part time, 20 hours	25-28 May 22-26 Jun
USSR-Basic Country Survey	full time, 80 hours	4-28 May

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Writing Workshops part time, 27 hours

Basic

12 May-4 Jun

Intermediate (DDS)

12 May-4 Jun

Advanced (DDS GS-15s & above)

12 May-4 Jun

Correspondence

Register any time; use Form 73

(A pretest is required for Intermediate and Advanced Writing Workshops unless the previous level has been completed. Tests are given in Room 441 Bryhl on the last Monday of each month. Arrange for pretesting by calling extension [REDACTED])

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DIRECTORY OF TRAINING OFFICERS

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SENIOR
TRAINING
OFFICERS

DDI
DDP
DDS&T
DDS

2E-52
3C-29
3E-30
7D-18

TRAINING
OFFICERS

DCI
O/DCI
O/IG
Inspection Staff
Audit Staff
General Counsel

7D-6021

7D-49
2519 Qtrs. I
7D-07

DDI
O/DDI
CGS
OCR

2E-52
7F-35
2E-61
2E-61

ORR

4F-29
4F-29

ONE
OCI

7E-47
6G-29

OBI
OO
Contact

6G-29
2400 Alcott Hall
402 1717 H
506 1717 H
414 1717 H

NPIC

STATSPEC

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DDS
Communications

Finance
Logistics

Medical
Personnel

Security

Training

DDS&T
OCS
OEL & ORD
OSA
OSI

GA-08
GA-08
6E-69
1311 Qtrs. I
1311 Qtrs. I
1D-4044
5E-56
5E-56
4E-71
4E-71
839 Broyhill

1E-4840
2E-19
6B-40
6F-24
6F-24

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OTR DIRECTORY

Director of Training
Deputy Director of Training
Special Assistant

Intelligence School
Briefing Officer
School of International Communism
Language and Area School
Language
Tutorial
Voluntary Program
Area
Operations School
Headquarters Training

Midcareer Program
Junior Officer Program
Plans and Policy Staff
Educational Specialist
Registrar Staff
Deputy Registrar
Admissions and Information
External Training
OTR BULLETIN
Support Staff

Mail Room

Matthew Baird

819 Bryhl
819 Bryhl
807 Bryhl

711 Bryhl
1D-1617
1D-1617
2206 A. T.
2206 A. T.
2206 A. T.
2206 A. T.
2210 A. T.
609 Bryhl
615 Bryhl

807 Bryhl
743 Bryhl
819 Bryhl
810 Bryhl
839 Bryhl
839 Bryhl
832 Bryhl
835 Bryhl
832 Bryhl
820 Bryhl

532 Bryhl

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